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EXCOM 9072-80

DDA

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Director of Logistics

29 May 1980

EXCOM MATERIAL

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Deputy Director of Administration  
Deputy Director for National Foreign Assessment  
Deputy Director for Science and Technology  
Deputy Director for Operations  
Comptroller

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FROM : [REDACTED]  
Special Assistant to the DDCI  
SUBJECT : Minutes of Executive Committee Meeting,  
22 May 1980

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1. The Executive Committee met on 22 May 1980 to continue its review of the proposed FY 1982 Program. Mr. Carlucci chaired the session; Messrs. McMahon (DDO), Wortman (DDA), Hineman (DDNFAC), Dirks (DDS&T), and Lipton (Compt.) attended; and Messrs. Stein (ADDO), Hart (ADDA), Taylor (ADDS&T), and several members of the Comptroller's staff participated as observers. [REDACTED]

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2. Noting that Mr. Lipton had provided members material reflecting revisions agreed to at the first program review session, Mr. Carlucci asked for any additional suggestions. In response to Mr. Wortman's comments, the Committee agreed to move [REDACTED] just outside zero growth, making it Decision Package 112. Mr. Carlucci then led the group through a review of the alternative strategies outlined on pages 93-95 of the proposed program plan, eliciting views on the pros and cons of each. After some discussion, the Committee concurred that the proposed strategy was preferable. Mr. Lipton asked about moving the Career Trainee packages, and it was agreed to move these (139 and 140) ahead of the theme packages. In response to Mr. Carlucci's question, Mr. Lipton explained how funds for covert action had been ranked. [REDACTED]

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3. The Committee agreed to submit the proposed program with the modifications that had been suggested during the two review sessions. The need to obtain zero plus 7 to 10 percent growth to meet Agency needs was reiterated throughout the two sessions. In its discussion to determine where to end the recommended program submission, the Committee agreed on the following:

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29 May 1980

MEMORANDUM FOR: Executive Committee Members

STAT FROM : [REDACTED]  
SUBJECT : Minutes of Executive Committee Meeting,  
27 May 1980

1. The Executive Committee met on 27 May 1980 to hear a progress report from the Information Handling Task Force (IHTF). Mr. Carlucci chaired the session. Messrs. Clarke (DNFAC), Wortman (DDA), McMahon (DDO), Taylor (ADDS&T), Lipton (Compt.), and Ware (D/EEO) attended; and Messrs. Johnson (D/ODP) and Briggs (IG) participated as observers.

STAT 2. Mr. [REDACTED] (IHTF) reported that the task force has developed a strong handle on the issues involved in developing an information handling strategy and on what the elements of that strategy should be. He said that the task force needed additional guidance, however, regarding organizational issues. He highlighted the suggested strategy elements, including buying power, career management, architectural planning, the use of technology, and management and organization. During the discussion of the use of technology, Messrs. [REDACTED] and Johnson explained that in contrast to the past, the Agency should be aware that in some cases, it might be cheaper to wait for commercial software developments and adjust our requirements accordingly rather than to develop our own software.

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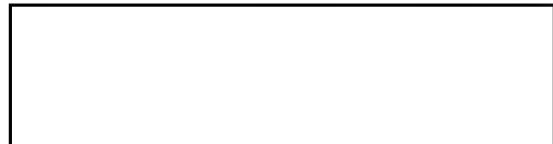
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3. Regarding management and organization issues, Mr. [REDACTED] advised that at this stage, the task force believes that planning should be done centrally, budgeting should be done in the mission component, operational control should be at the local level, and career management should be centralized to develop the required cadre of information handling specialists. He then explained that the task force had developed a number of organizational alternatives for information handling and requested Committee members to devote an entire day, possibly at [REDACTED] to an intensive decisionmaking exercise to evaluate these alternatives. Mr. [REDACTED] reviewed the range of organizational options, noting that the task force favored creating a fifth directorate to centralize information handling services. He stressed, however, the necessity of incorporating Executive Committee member views into the decisionmaking process in order to properly weigh the pros and cons of the various options.

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4. During the ensuing discussion, members expressed concern about being propelled toward an "organizational solution," and Mr. Carlucci noted the drawbacks of such solutions. They agreed, however, that the importance and complexity of developing a strategic plan for information handling services warranted a day of their time. Mr. Carlucci requested that arrangements be made for the one-day decisionmaking exercise. He noted, however, that the decisions reached would probably require elaborate staff work, and if major changes were required, July 1980 might not be the appropriate time to implement them. Members acknowledged both points. Mr. Carlucci adjourned the meeting.

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cc: IG  
D/ODP  
Ch/IHTF

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EXCOM 9064-80

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16 May 1980

MEMORANDUM FOR: Executive Committee Members

1. The Executive Committee met on 9 May 1980 on two topics: Agency-wide planning and space planning. Mr. Carlucci chaired the session; Messrs. Wortman (DDA), Dirks (DDS&T), Hineman (DD/NFAC), Stein (ADDO), and Lipton (Compt.) attended; and Messrs. Briggs (IG) and Taylor (ADDS&T) participated as observers.

2. Mr. Carlucci opened the meeting by citing his rationale for requesting the Executive Committee Staff to develop options for an Agency-wide planning process and elicited the members' views on the options presented (see EXCOM 9053-80, 30 April 1980). Mr. Briggs said that he would prefer a strengthened Option IV, a centralized system with a formal DCI/DDCI planning board, that would include policy formulation, coordination and tasking among its functions. Such a group could work out of an Executive Secretariat or the Comptroller's office, but the latter might make the process too resource-driven. In response to Mr. Carlucci's question about placing the planning function under the aegis of the Executive Committee, Mr. Briggs said that he did not think that the Committee could realistically spend the amount of time that would be required on this function. Mr. Carlucci noted his preference for Option III, building on existing systems with semi-annual Executive Committee planning sessions with support from the Executive Committee Staff, Comptroller Analysis Group, and existing directorate planning staffs. He saw this as a means of focusing appropriate Executive Committee attention on this important function without major re-organization of existing directorate planning functions. He acknowledged that the first cycle might need to be confined primarily to integrating existing directorate plans, but he hoped that this option could be expanded to include long-range planning and top-down guidance from the DDCI/DCI as well. Mr. Lipton concurred, noting that each EXCOM planning session should surface gaps that need to be filled for the process to improve each year. Mr. Wortman concurred in the expanded Option III. Mr. Stein also agreed with Option III, noting valid past attempts to do long-range planning.

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3. Mr. Dirks and Mr. Taylor did not agree with the need for more central planning and favored the status quo (Option II). They noted the times proposed for semi-annual EXCOM planning sessions (May and November) are traditionally extremely busy because of program preparations and they felt sufficient planning was being performed by the directorates. Mr. Carlucci said that this year the Agency tried to project further into the future during its congressional budget testimony. To do this effectively, he suggested that the Comptroller's office should have the benefit of the DDCI/DCI and Deputy Directors' thinking on long-term issues. The DDCI/DCI, in turn, need planning staff work performed for them to provide adequate and realistic guidance and to provide them the opportunity to have input to the directorates' planning processes. After further discussion, Mr. Carlucci concluded that the consensus was to try an expanded Option III, with the Executive Committee staff taking the lead and the directorate and Comptroller planning officers participating fully, as an ad hoc planning group. The objective will be to provide, by November 1980, a first draft of a DCI Five-Year Plan for Executive Committee review that will contain both an integration of existing directorate planning and a first attempt at DCI five-year long-range guidance. A copy of the planning proposal revised per the Executive Committee decision is attached. In response to a question regarding the level of detail to be included in the process, Mr. [redacted] stated that the Executive Committee decision establishes the planning policy, and Executive Committee staff and the directorate planning officers must now determine what level of detail would be acceptable. Responding to another question, Mr. Carlucci emphasized that the planning process should drive the budget process rather than the reverse. Both the DDCI and the Comptroller agreed that the planning concept would have to take resource issues into account to be realistic, but those issues should not dominate the process. [redacted]

4. Mr. McDonald (D/OL) then presented the space proposal. He reviewed Agency Metropolitan Washington Area space holdings and the associated problems of overcrowding and fragmentation and outlined several options for new construction at Langley. The objectives of the proposed new construction, which include consolidating Agency functions, accommodating expanding technical systems, and minimizing life cycle costs, were based on several assumptions: constant or decreasing total personnel strength; increasingly technical functions; a growing need for organizational flexibility; and a need for internal integration of functions. [redacted]

5. After discussion of these objectives, Mr. McDonald then highlighted the four categories of construction priorities to accommodate those in leased buildings and in three different categories of Government-owned buildings. He outlined the advantages and disadvantages of four facility alternatives--the 1972 master plan concept, containing three major building complexes; a people-use building with associated parking; a special purpose building with

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associated parking, and a multiple-use facility to provide both office and special-purpose space plus associated parking. Discussion centered around secure communications implications, cost estimates, and the complex, multi-stage approval process.

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6. Mr. McDonald recommended the multiple-use facility option, and suggested that preliminary soundings be made to determine what might be acceptable to the Congressional Oversight Committees and the National Capital Planning Commission. He also requested seven positions for a Building Planning Staff to do the required analysis, initiation of a professional architectural and engineering study, and about \$1.5 million to fund these two activities. Mr. Lipton suggested that these proposals be considered within the context of the Program Review. He thought obtaining OMB approval for FY-81 funding would be difficult but worth a try. He further advised that to prepare a solid FY-82 budget defense, a thorough study of the costs of current fragmentation should be conducted. Mr. Wortman added that the security costs of this fragmentation should be included. Mr. Carlucci noted that the fallback position is the status quo, which is unsatisfactory. He concluded that the consensus of the Executive Committee was to try for a new building and the next steps in doing so would be for DDA and OL to prepare the additional staff work discussed and for the Executive Committee principals to be prepared to decide where to rank this proposal during the Executive Committee 1982 Program Reviews on 20 and 22 May.

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Attachment:  
Revised Planning Proposal

cc: D/OL  
IG